A CHECKLIST FOR GETTING BIG THINGS DONE IN PUBLIC HEALTH

A CONVERSATION WITH WILLIAM EGGERS & GREG DOST

The webinar will begin shortly.
Your Facilitators

Denise Traicoff

Bill Eggers

Greg Dost
Who is Bill?

- As a global director for Deloitte Research, he is responsible for research and thought leadership for Deloitte’s Public Sector industry practice.

- His books include *If We Can Put a Man on the Moon: Getting Big Things Done in Government* (Harvard Business Press, 2009), *Government 2.0* (Rowman and Littlefield, 2005), *Governing by Network* (Brookings, 2004), and *The Public Innovator’s Playbook* (Deloitte Research 2009). His writings have won numerous awards including the Louis Brownlow award for best book on public management, the Sir Antony Fisher award for best book promoting an understanding of the free economy, and the Roe Award for leadership and innovation in public policy research.

- A former manager of the Texas Performance Review, he has advised governments around the world. His commentary has appeared in dozens of major media outlets including the *New York Times, Wall Street Journal, Washington Post, The Guardian* and the *Chicago Tribune*.

- He can be reached atweggers@deloitte.com.
Who is Greg?

- As a Senior Consultant in Deloitte Consulting’s Federal Practice, he has supported US federal agencies undergoing major transformations across Homeland Security, Defense, and Transportation.

- His work as a Deloitte GovLab Fellow centers on researching key issues and emerging trends in the public, private, and non-profit sectors in order to develop innovative, practical ways that governments can transform the way they deliver their services.

- In addition to the Checklist for Getting Results in Government, his current research initiatives focus on cost efficiency and team problem solving.

- He can be reached at gdost@deloitte.com.
Agenda

- Review the 6 step process to implement a great idea
- Present the new checklist tool to aid you in the journey from ideation to policy design to implementation
- Next steps
Interactive Annotation Tools

- Drawing Toolbar

- Type Text
- Change colors
- Highlight
- Stamps

hello everyone

I think we should meet more often.
MIPH Community

Where are you?
Getting Big Things Done in Public Health
## Surgical Safety Checklist

### Before induction of anaesthesia
(with at least nurse and anaesthetist)

- **Has the patient confirmed his/her identity, site, procedure, and consent?**
  - Yes
  - No
  - Not applicable

- **Is the site marked?**
  - Yes
  - No
  - Not applicable

- **Is the anaesthesia machine and medication check complete?**
  - Yes
  - No
  - Not applicable

- **Is the pulse oximeter on the patient and functioning?**
  - Yes
  - No
  - Not applicable

- **Does the patient have a:**
  - Known allergy?
    - No
    - Yes
  - Difficult airway or aspiration risk?
    - No
    - Yes, and equipment/assistance available
  - Risk of >500ml blood loss (7ml/kg in children)?
    - No
    - Yes, and two IVs/central access and fluids planned

### Before skin incision
(with nurse, anaesthetist and surgeon)

- **Confirm all team members have introduced themselves by name and role.**

- **Confirm the patient’s name, procedure, and where the incision will be made.**

- **Has antibiotic prophylaxis been given within the last 60 minutes?**
  - Yes
  - No
  - Not applicable

### Anticipated Critical Events

- **To Surgeon:**
  - What are the critical or non-routine steps?
  - How long will the case take?
  - What is the anticipated blood loss?

- **To Anaesthetist:**
  - Are there any patient-specific concerns?

- **To Nursing Team:**
  - Has sterility (including indicator results) been confirmed?
  - Are there equipment issues or any concerns?

### Before patient leaves operating room
(with nurse, anaesthetist and surgeon)

- **Nurse Verbally Confirms:**
  - The name of the procedure
  - Completion of instrument, sponge and needle counts
  - Specimen labelling (read specimen labels aloud, including patient name)
  - Whether there are any equipment problems to be addressed

- **To Surgeon, Anaesthetist and Nurse:**
  - What are the key concerns for recovery and management of this patient?

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This checklist is not intended to be comprehensive. Additions and modifications to fit local practice are encouraged.

Revised 1/2009

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Impact on Global Health

In 8 hospitals where a checklist was used, deaths from surgical complications fell 47%, rate of major complications fell 36%.
Getting Big Things Done in Public Health

The Checklist Manifesto: How to Get Things Right

Atul Gawande

Bestselling Author of Better and Complications

If We Can Put a Man on the Moon...

Getting Big Things Done in Government

William D. Eggers
John O’Leary

Harvard Business Press
Knowing What Works

No Child Left Behind Act (NCLB) (2002)
Medicare Part D Prescription Drug Plan (2005)
McCain-Kennedy Immigration Bill (2006)
Hoover Commission (1947-49)

Texas Sunset Advisory Commission (1977-present)
Texas Performance Review (1991-present)
School Voucher Programs
Missouri Commission on Management & Productivity (1992)
Welfare Reform (1996)
EMPOWER Kentucky (1996)
Washington, DC Charter School Initiative (1996-present)

US Department of Interior Cooperative Conservation Initiative (2001-2008)
New York City School Reform (2002-present)
MA Health Care Reform (2006)
Airline Deregulation (1978)
The Journey to Success

- Idea
- Design
- Implementation
- Results

Stargate

Reevaluation
The Seven Deadly Traps

**The Tolstoy Syndrome**
- Looking only at evidence that confirms the existing view of the world (i.e., confirmation bias)

**Design-Free Design**
- Substituting a rigorous design process with a political design

**The Stargate Trap**
- When your idea becomes so distorted through the legislative process that it doesn’t work

**The Overconfidence Trap**
- Congenital unrealistic optimism of the political world

**The Sisyphus Trap**
- Failing to comprehend the special challenges of the public sector terrain

**The Complacency Trap**
- The challenge of constantly reevaluating even the most successful undertakings of the past

**The Silo Trap**
- Mistaking part of the trip for the whole journey; failing to see the journey as an integrated process
When an epidemic hits, what is the greatest challenge in setting up a containment program?

*(Example: Coordinating all the major stakeholders involved)*
Checklist for Getting Results in Government

Getting Results in Government
A checklist for effective policies & programs
Idea

- **Tolstoy Trap:** Looking only at evidence that confirms the existing view of the world (i.e., confirmation bias)
Difference of Opinion? versus

WIN

versus

Idea Factory
Checklist for Improving Ideas

Opening up to alternative ideas

□ Have you looked at your idea from different perspectives?

Can you articulate:

• How do people with different ideologies think you should achieve your goal?
• What ideas do external experts have about how you should achieve your goal?
• How did your idea evolve as you examined different ways to achieve your goal?
Poll

- When new ideas are being developed in my organization, diverse and contrarian opinions are actively sought:
  - Always
  - Sometimes
  - Never
Design

- Design-Free Design Trap: Bill drafting is substituted for a workable design
Design

**Medicare Part D Goal:** Implement in 18 months new benefit to serve 40 million Americans.
Choice confusion
Defining the goal

- **Are you clear about what success looks like?**

Can you articulate:

- How does your view of the program’s goals coincide with or deviate from the view of those who formulated the original idea on which your program is based?
- What metrics will you use to measure progress and success?
- Is the supporting data for those metrics available, reliable, and sufficiently frequent?
Designing Programs that Work

Understanding stakeholder impact

Do you have a full picture of how external stakeholders will influence program success?

Can you articulate:

- Who is responsible for leading the program from beginning to end?
- What are the different segments of stakeholders and customers that will be affected by your program, and what are the unique needs and preferences of each?
- What potentially negative effects to stakeholders can be expected, and how will they be addressed?
Poll

- When my organization designs new initiatives, there is a clear, shared vision for what success will look like:
  - Always
  - Sometimes
  - Never
Implementation

- **Overconfidence Trap**: Underestimating the risks that accompany a new initiative
Implementation

Road to madness £5 ‘toll tax’

This dastardly plot will ruin London

‘A tidal wave’ of road restrictions ‘Don’t let the charges divide our community’

Don’t take away my car!

I want to punch Ken’s lights out

Ken’s road to ruin Congestion is wonderful
Testing before implementation

Do you understand all the different ways in which your program may fail to deliver?

Can you articulate:

- What are your anticipated failure points?
- Have the necessary concepts or technologies supporting the program been prototyped or tested on a small scale?
- What are the constraints (e.g., reduced budget, technological changes, human, timescales) that could impact the implementation?
- What stress tests have you employed to test the program resources?
How are major initiatives in your organization most often pressure-tested to ensure success?

- Brainstorming potential causes of failure
- Prototyping concepts before launching
- Identifying constraints that can hinder implementation
- Performing stress tests on resources
- None of the above
Reevaluation

- **Complacency Trap:**
  The challenge of constantly reevaluating even the most successful undertakings of the past
The New Food Pyramid

**Fats, Oils & Sweets**
*Use sparingly*

**Milk, Yogurt & Cheese Group**
*2-3 servings*

**Milk, Yogurt & Cheese Group**
*2-3 servings*

**Vegetable Group**
*3-5 servings*

**Meat, Poultry, Fish, Dry Beans, Eggs & Nuts Group**
*2-3 servings*

**Exercise**
- Adults should be physically active for at least 30 minutes most days of the week, children for 60 minutes.
- Sixty to 90 minutes of daily physical activity may be needed to prevent weight gain or sustain weight loss.

**Oils**
- Most fat should be from fish, nuts and vegetable oils.
- Limit solid fats, such as butter, margarine or lard.
- Choose foods low in added sugars.

**Recommended nutrient intakes at 12-calorie levels can be found on mypyramid.gov.**
Understanding the evidence

Do you have a good understanding of how the program has performed?

Can you articulate:

- How has the performance of the program and its different components of your program differed from their original planned trajectory?
- If applicable, what were the variations in performance by locality, agency office, nature of delivery, time of year, or stakeholder characteristics?
Match the checklist questions to the corresponding stage in the *Journey to Success*.

<table>
<thead>
<tr>
<th>Idea</th>
<th>Design</th>
<th>Stargate</th>
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<tbody>
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</tr>
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<td></td>
<td></td>
<td>• What stress tests have you employed?</td>
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**Implementation**

**Results**

**Reevaluation**
Based on today’s discussion, what will you be doing differently tomorrow?
What’s next?

- Post reflections on the discussion board
- Complete your post-webinar evaluation and continue to provide feedback on site
Get the handouts

- Download the handouts from this session

- Handouts also posted on the MIPH Community site in the Continuing Education section
Thanks for attending and being a vital part of the MIPH community!
Knowing What Works

World War II
  Berlin Airlift (1948-49)
  Bay of Pigs Invasion (1961)
  Korean War (1950-53)
  Vietnam War (1963-1973)
  Iran Hostage Crisis/failed rescue (1979-81)
  Gulf War (1990-1991)
  Iraq war (2003-present)
  Iraq reconstruction (2003-present)
  G.I. Bill (1944)
  War on Poverty (1964-1968)
  Negative Income Tax (NIT) (1969-71)
  Nixon Wage-Price Controls (1970’s)
  ICRA Immigration Reform Law (1986)
  Clinton National Health Care Reform Plan (1993-94)
  No Child Left Behind Act (NCLB) (2002)
Knowing What Works

Medicare Part D Prescription Drug Plan (2005)
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Washington, DC Charter School Initiative (1996-present)
US Department of Interior Cooperative Conservation Initiative (2001-2008)
New York City School Reform (2002-present)
Knowing What Works

- MA Health Care Reform (2006)
- Airline Deregulation (1978)
- Trucking Deregulation (1980)
- Acid Rain Cap and Trade Program (1990)
- California Electricity Deregulation (1998-2001)
- Marshall Plan (1947-1951)
- Defense Advanced Research Projects Agency (DARPA) (1958)
- IRS Modernization (1980s-)
- Government Consumer Service Revolution (1990s)
- California State Automated Child Welfare Information System
- NSA Trailblazer (1999)
Federal Aviation Authority Wide Area Augmentation System (WAAS)
US Census Bureau Handheld Computers
Colorado State Titling and Registration System (CSTARs)
FBI Virtual Case File (VCF) (2001)
Navy Marine Corps Intranet (NMCI) (2000)
Human Resources Outsourcing in Florida (2002)
Human Resources Outsourcing at Texas Health and Human Service Commission
New York City 311 (2003)
Manhattan Project (1941-46)
Interstate Highway System (1956-1992)
Project Apollo (1961-1975)
V-22 Osprey (1981)
NASA Challenger Accident (1986)
Denver International Airport (1989)
Boston's Big Dig (1991-2007)
Knowing What Works

Crusader Artillery System (1994)
Future Imagery Architecture (1999)
Mars Climate Orbiter (1998)
World Trade Center Rebuilding (2002-)
Alaska Earthquake Recovery (1964)
Louisiana Hurricane Protection System (1960’s - )
Thai Accident Prevention Network
Thai Public Housing Network
India Travisa Outsourcing Visa Case
Argentina Sistema de Información Cultural de la Argentina (SInCA)
The Afghanistan National Development Strategy
Africa Tunjali AIDS network
Seneca US AID example